

## C. Availability and Accessibility of Doctors and Hospitals

Index	Data Reference	Sources, Assumptions, Methodologies
		<ul style="list-style-type: none"> <li>- Maryland General Assembly website (mlis.state.md.us), <i>Health General Code § 19-710.1</i>, 2001</li> <li>- Health Services Cost Review Commission (www.hsrc.state.md.us), 2001</li> </ul>
C.7	<ul style="list-style-type: none"> <li>• Profile of multi-hospital health care systems operating in CareFirst jurisdictions</li> </ul>	<ul style="list-style-type: none"> <li>• Sources: <ul style="list-style-type: none"> <li>- American Hospital Association, <i>AHA Guide</i>, 2000-2001 edition</li> <li>- Modern Healthcare, <i>Hospital Systems Survey</i>, June 4, 2001</li> </ul> </li> <li>• Methodologies: <ul style="list-style-type: none"> <li>- Section A of the AHA Guide provides a directory of U.S. hospitals organized by state; each hospital profile includes <ul style="list-style-type: none"> <li>&gt; Notation to indicate health care system ownership</li> <li>&gt; High-level operating statistics, including utilization, expense and personnel metrics</li> </ul> </li> <li>- Section B of the AHA Guide provides a directory of multi-hospital health care systems organized alphabetically</li> <li>- Review of the hospital/system profiles in CareFirst jurisdictions identified 15 multi-hospital health care systems</li> <li>- Seven of these systems had national or regional operations that extend beyond CareFirst jurisdictions: <ul style="list-style-type: none"> <li>&gt; Ascension Health based in St. Louis, MO <ul style="list-style-type: none"> <li>≈ Ranked 4<sup>th</sup> in Modern Healthcare's 2001 <i>Hospital Systems Survey</i></li> <li>≈ System includes 44 hospitals with approx. 11,875 licensed beds <ul style="list-style-type: none"> <li>≡ 3 hospitals in MD with approx. 900 licensed beds</li> <li>≡ 1 hospital in DC with approx. 550 licensed beds</li> </ul> </li> </ul> </li> <li>&gt; Bon Secours Health System based in Marriottsville MD <ul style="list-style-type: none"> <li>≈ Ranked 32<sup>nd</sup> in Modern Healthcare's 2001 <i>Hospital Systems Survey</i></li> <li>≈ System includes 13 hospitals with 2,975 licensed beds <ul style="list-style-type: none"> <li>≡ 1 hospital in MD with approx. 150 licensed beds</li> </ul> </li> </ul> </li> <li>&gt; Catholic Health Initiatives based in Denver, CO <ul style="list-style-type: none"> <li>≈ Ranked 5<sup>th</sup> in Modern Healthcare's 2001 <i>Hospital Systems Survey</i></li> <li>≈ System includes 66 hospitals with approx. 12,100 licensed beds <ul style="list-style-type: none"> <li>≡ 1 hospital in MD with approx. 375 licensed beds</li> <li>≡ 1 hospital in DE with approx. 225 licensed beds</li> </ul> </li> </ul> </li> <li>&gt; Doctors Community Healthcare Corporation based in Scottsdale, AZ <ul style="list-style-type: none"> <li>≈ System includes 6 hospitals with approx. 1,275 licensed beds <ul style="list-style-type: none"> <li>≡ 2 hospitals in DC with approx. 400 licensed beds</li> </ul> </li> </ul> </li> <li>&gt; Sisters of Mercy of the Americas – Regional Community of Baltimore <ul style="list-style-type: none"> <li>≈ System includes 2 hospitals with approx. 425 licensed beds <ul style="list-style-type: none"> <li>≡ 1 hospital in MD with 200 licensed beds</li> </ul> </li> </ul> </li> <li>&gt; Trinity Health based in Novi, MI <ul style="list-style-type: none"> <li>≈ Ranked 8<sup>th</sup> in Modern Healthcare's 2001 <i>Hospital Systems Survey</i></li> <li>≈ System includes 41 hospitals with approx. 7,100 licensed beds <ul style="list-style-type: none"> <li>≡ 1 hospital in MD with approx. 450 licensed beds</li> </ul> </li> </ul> </li> <li>&gt; Universal Health Services <ul style="list-style-type: none"> <li>≈ Ranked 21<sup>st</sup> in Modern Healthcare's 2001 <i>Hospital Systems Survey</i></li> <li>≈ System includes 38 hospitals with approx. 5,775 licensed beds <ul style="list-style-type: none"> <li>≡ 1 hospital in DC with approx. 275 licensed beds</li> </ul> </li> </ul> </li> </ul> </li> <li>- Eight of these systems operate solely in CareFirst jurisdictions <ul style="list-style-type: none"> <li>&gt; Adventist Healthcare based in Rockville, MD <ul style="list-style-type: none"> <li>≈ 2 hospitals in MD with approx. 550 licensed beds</li> </ul> </li> <li>&gt; Dimensions Health Corporation based in Largo, MD <ul style="list-style-type: none"> <li>≈ 2 hospitals in MD with approx. 500 licensed beds</li> </ul> </li> <li>&gt; Christiana Care Health System based in Wilmington, DE <ul style="list-style-type: none"> <li>≈ 2 hospitals in DE with approx. 875 licensed beds</li> </ul> </li> <li>&gt; Johns Hopkins based in Baltimore, MD</li> </ul> </li> </ul> </li> </ul>

## C. Availability and Accessibility of Doctors and Hospitals

Index	Data Reference	Sources, Assumptions, Methodologies
		<ul style="list-style-type: none"> <li>≈ Ranked 51<sup>st</sup> in Modern Healthcare's 2001 <i>Hospital Systems Survey</i></li> <li>≈ 3 hospitals in MD with approx. 1675 licensed beds</li> <li>&gt; LifeBridge Health based in Baltimore, MD</li> <li>≈ Ranked 125<sup>th</sup> in Modern Healthcare's 2001 <i>Hospital Systems Survey</i></li> <li>≈ 3 hospitals in MD with approx. 850 licensed beds</li> <li>&gt; MedStar Health based in Columbia, MD</li> <li>≈ Ranked 37<sup>th</sup> in Modern Healthcare's 2001 <i>Hospital Systems Survey</i></li> <li>≈ 4 hospitals in MD with approx. 1,150 licensed beds</li> <li>≈ 2 hospitals in DC with approx. 925 licensed beds</li> <li>&gt; University of Maryland Medical System based in Baltimore, MD</li> <li>≈ Ranked 78<sup>th</sup> in Modern Healthcare's 2001 <i>Hospital Systems Survey</i></li> <li>≈ 6 hospitals in MD with approx. 1,600 licensed beds</li> <li>&gt; Upper Chesapeake Health System based in Fallston, MD</li> <li>≈ 2 hospitals in MD with approx. 275 licensed beds</li> </ul>
C.8	<ul style="list-style-type: none"> <li>• Statistics regarding distribution of hospitals in CareFirst jurisdictions by size and system affiliation</li> </ul>	<ul style="list-style-type: none"> <li>• Sources: <ul style="list-style-type: none"> <li>- American Hospital Association, <i>Hospital Statistics</i>, 2002 edition</li> </ul> </li> <li>• Methodologies: <ul style="list-style-type: none"> <li>- <i>Hospital Statistics</i> profiles community hospitals at the national, regional, state and MSA level</li> <li>- A breakdown of the total number of hospitals in each geography are provided according to eight size categories <ul style="list-style-type: none"> <li>&gt; We defined the following three categories as "small" hospitals: <ul style="list-style-type: none"> <li>≈ 6-24 beds</li> <li>≈ 25-49 beds</li> <li>≈ 50-99 beds</li> </ul> </li> <li>&gt; We defined the following three categories as "medium" hospitals: <ul style="list-style-type: none"> <li>≈ 100-199 beds</li> <li>≈ 200-299 beds</li> <li>≈ 300-399 beds</li> </ul> </li> <li>&gt; We defined the following two categories as "large" hospitals: <ul style="list-style-type: none"> <li>≈ 400-499 beds</li> <li>≈ 500+ beds</li> </ul> </li> </ul> </li> </ul> </li> </ul>
C.9	<ul style="list-style-type: none"> <li>• Blue Cross Blue Shield of Georgia Network Size has increased since merging with WellPoint</li> </ul>	<ul style="list-style-type: none"> <li>• Sources: <ul style="list-style-type: none"> <li>- Blue Cross Blue Shield of Georgia, internal contracting data, December 2001</li> </ul> </li> <li>• Methodologies: <ul style="list-style-type: none"> <li>- Please see "Blue Cross Blue Shield of Georgia provider contract growth" above.</li> </ul> </li> </ul>

## D. Medical Management Policies and Practices

Index	Data Reference	Sources, Assumptions, Methodologies
D.1	<ul style="list-style-type: none"> <li>Blue Cross Blue Shield of Georgia medical policy: changes are not substantive</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Accenture, interview with Blue Cross Blue Shield of Georgia executives, November 2001</li> </ul> </li> </ul>
D.2	<ul style="list-style-type: none"> <li>WellPoint quote regarding its intention on medical management policy</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Accenture, interview with WellPoint executives, January 2002</li> </ul> </li> </ul>
D.3	<ul style="list-style-type: none"> <li>Academic Medical Journals: unnecessary care</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Journal of the American Medical Association, Nov. 13, 1987, p. 2533-2537</li> <li>Journal of the American Medical Association, May 12, 1993, p. 2398-2402</li> <li>Journal of the American Medical Association, March 1, 1995, p. 697-701</li> <li>Pediatrics, <i>A community intervention trial to promote judicious antibiotic use and reduce penicillin-resistant Streptococcus pneumonia carriage in children</i>, p. 575-583, September 2001</li> <li>Effective Clinical Practice, <i>Can evidence change the rate of back surgery? A randomized trial of community-based education</i>, p. 95-104, May 2001</li> <li>Spine, <i>Coordination of primary health care for back pain. A randomized controlled trial</i>, p. 251-258, January 2000</li> <li>Med Care, <i>Reducing the cost of frequent hospital admissions for congestive heart failure: a randomized trial of a home telecare intervention</i>, p. 1234-1245, November 2001</li> <li>British Medical Journal, <i>Effects of Feedback of Information on Clinical Practice - A Review</i>, p. 398-402, 1991</li> </ul> </li> </ul>
D.4	<ul style="list-style-type: none"> <li>WellPoint quote on disease management programs</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Accenture, interview with WellPoint executives, January 2002</li> </ul> </li> </ul>

## E. Operations

Index	Data Reference	Sources, Assumptions, Methodologies
E.1	<ul style="list-style-type: none"> <li>CareFirst level of customer service better than median of Blues plans</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Blue Cross Blue Shield Association, <i>Quarterly Survey</i>, 12 months through June of 2001</li> </ul> </li> </ul>
E.2	<ul style="list-style-type: none"> <li>David Colby Quotes: On merger integration</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Company Boardroom (companyboardroom.com), audio broadcast of WellPoint and CareFirst BlueCross BlueShield Merger Conference Call, November 21, 2001</li> </ul> </li> </ul>
E.3	<ul style="list-style-type: none"> <li>Blue Cross of California member satisfaction results</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Accenture, WellPoint member surveys, November 2001</li> <li>Marketing Leverage, focus group performed by Marketing Leverage, October 2001</li> <li>Accenture, Interviews performed by Accenture personnel with: <ul style="list-style-type: none"> <li>David Helwig, (Group President, Large Group Division, WellPoint), October 2001</li> <li>Bob Burnell, (Broker, Cassidy and Associates), October 2001</li> </ul> </li> </ul> </li> <li>Methodologies: <ul style="list-style-type: none"> <li>Current Level of Customer Satisfaction was determined through surveys. Survey was performed in Los Angeles, CA and San Francisco, CA. Members surveyed currently have health insurance coverage through WellPoint BC CA, and have maintained this coverage for six years or longer. Members also needed to be between the ages of 25 and 64. <ul style="list-style-type: none"> <li>Responses for each question were done on a scale of 1-5 (1 being Very Dissatisfied and 5 being Very Satisfied). Respondents that did not answer, or who checked an alternative box entitled "Don't know or doesn't apply" were left out of the total responses gathered for the question. For each question, responses were totaled and divided by the number of people who answered on the 1 to 5 scale. The survey reflects the views of the people surveyed, and not necessarily the views of all Blue Cross of California members.</li> </ul> </li> <li>Quotes from WellPoint Blue Cross of California members were gathered from the Focus Group. Quotes from the Bob Burnell and David Helwig were gathered from one-on-one telephonic interviews performed during October 2001.</li> </ul> </li> </ul>
E.4	<ul style="list-style-type: none"> <li>Merged health plans have linked customer service operations, introduced other measures to improve customer service</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Accenture, client experience</li> </ul> </li> </ul>
E.5	<ul style="list-style-type: none"> <li>WellPoint intends to leverage its eCommerce work across plans</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Accenture, interview with WellPoint executive VP and General Counsel Thomas Geiser, December 2001</li> </ul> </li> </ul>
E.6	<ul style="list-style-type: none"> <li>The Managed Care Handbook: Quote on WellPoint</li> </ul>	<ul style="list-style-type: none"> <li>Sources: <ul style="list-style-type: none"> <li>Peter R. Kongstvedt, <i>The Managed Care Handbook</i>, 1996</li> </ul> </li> </ul>